

## Chapter 10

# BATTALION

This chapter describes the responsibilities, organization and functions, employment, and communications of the battalion S1.

### RESPONSIBILITIES

The battalion S1 is the battalion commander's principal staff officer for personnel support. The S1 has the following responsibilities:

Coordinate all aspects of personnel services, finance services, chaplaincy activities, command information services, and legal services support within the battalion.

- Prepare PSS input to combat service support (CSS) plans.
- Provide or coordinate for records management.
- Provide or coordinate for correspondence, classified document control, printing and reproduction files management, forms and publications management, official mail/distribution, and Privacy Act and Freedom of Information Act inquiries to battalion headquarters and subordinate units.
- Establish battalion-unique personnel policies and procedures.
- Direct the battalion's unmnctions within the critical personnel systems: personnel readiness management, personnel accounting and strength reporting, casualty operations management, replacement operations management, personnel information management, postal operations management, and MWR/community support. Specific requirements are detailed in the battalion sections of Chapters 1 through 7. Essential personnel services are described in Chapter 8. Staff and unit functions that affect the personnel systems are shown in Figure 10-1.
- Assist the-battalion commander to influence and evaluate the battalion command climate.
- Direct the battalion's MWR, alcohol and drug abuse prevention and control (ADAPC), equal opportunity, and safety programs.

- Coordinate with the brigade S1 and corps personnel units to obtain external support.
- Provide individual customer service to soldiers and Army civilians in the areas of personnel and finance.
- Coordinate for law enforcement, civil/military operational requirements, stress management, straggler information, and enemy prisoner-of-war (EPW) transportation and control.

### ORGANIZATION AND FUNCTIONS

The battalion S1 section has three major elements: unit support, legal support, and personnel support. The S1 functionally organizes S1 personnel to execute the responsibilities of the element. A battalion S1 organization is shown at Figure 10-2.

The unit support element is responsible for postal operations management, MWR program administration, EO program administration, sponsorship program administration, ADAPC program formulation, line of duty investigations and information management support. The legal support element is responsible for reviewing officer and enlisted transfers and discharges and military justice actions such as judicial and nonjudicial actions and courts and boards. The personnel support element is responsible for all battalion-level personnel functions. These personnel support element functions include PASR, readiness management, data base management, casualty reporting, replacement operations, personnel actions, evaluations, retention, promotions and reductions, awards and decorations, military pay and leaves, safety program administration, and coordination for command information activities, chaplaincy activities, stress management services, and straggler control.

### EMPLOYMENT

The battalion S1 normally locates on the battlefield as far forward as possible to advise the commander and participate in the decision-

## UNIT AND STAFF FUNCTIONS AFFECTING PERSONNEL SYSTEMS BATTALION LEVEL

COMMAND/ AGENCY	FUNCTIONS								
	REPLACEMENT MANAGEMENT	PERS ONNEL READINESS MANAGEMENT	PERS ACTIONS STRENGTH RPT	PERS DATA BASE	PERSONNEL INFO MGT	CASUALTY OPERATIONS MANAGEMENT	POSTAL OPERATIONS MANAGEMENT	MWR	EPW
S2	*ENEMY SITREP								INTER- ROGATION
S3	*UNIT SITREP	*ESTABLISH PRIORITIES	*PROVIDE TASK ORG					*TIME	
S4	*TRANS *EQUIP	*GIVE STATUS OF EQUIP				*MA *PERSONAL EFFECTS	*TRANS	*EQUIP *SUPPLIES	*EQUIP *TRANS
HHC CDR	*SUBSISTENCE *SECURITY						*PROVIDE MAIL ORDERLY		*SECURITY
MED PLT			*PATIENT TRACKING			*MEDICAL EVAL	*STATUS OF PATIENTS		*MEDICAL TREAT- MENT
BDE S1	*DELIVER TO BNs	*RECEIVE C2SRs	*C2SRs *STR RPTs	*UPLOAD *DOWNLOAD		*FORWARD DATA	*FORWARD REPORTS	*EXTERNAL SP POLICY GUIDANCE	
G1	*PROVIDE REPLs	*DETERMINE ASGNMTs	*RECEIVE C2SRs		*ORDERS *AWARDS	*CASUALTY INFO INTEGRATION			
PSB	*IN PROCESS		*PERS ACCTG	*UPLOAD *DOWNLOAD	*PROMOTIONS	*CASUALTY REPORT			
FINANCE BATTALION	*INPROCESS				*PAY INQUIRIES	*PAY CHANGES			
POSTAL PLT	*DIRECTORY SERVICE					*MAIL REDIRECT	*INCOMING *OUTGOING MAIL		
PROVOST MARSHAL	*STRAGGLER CONTROL								*GENEVA COM *POLICY GUIDANCE *COLLECT EPW
SUBORDINATE COMPANIES	*IN PROCESS	*STRENGTH REPORTS	*STRENGTH REPORTS			*CFR *WTNS STMT	*PROVIDE MAIL CLERKS		
*NOT ALL I NCLUSIVE									

FIGURE 10-1

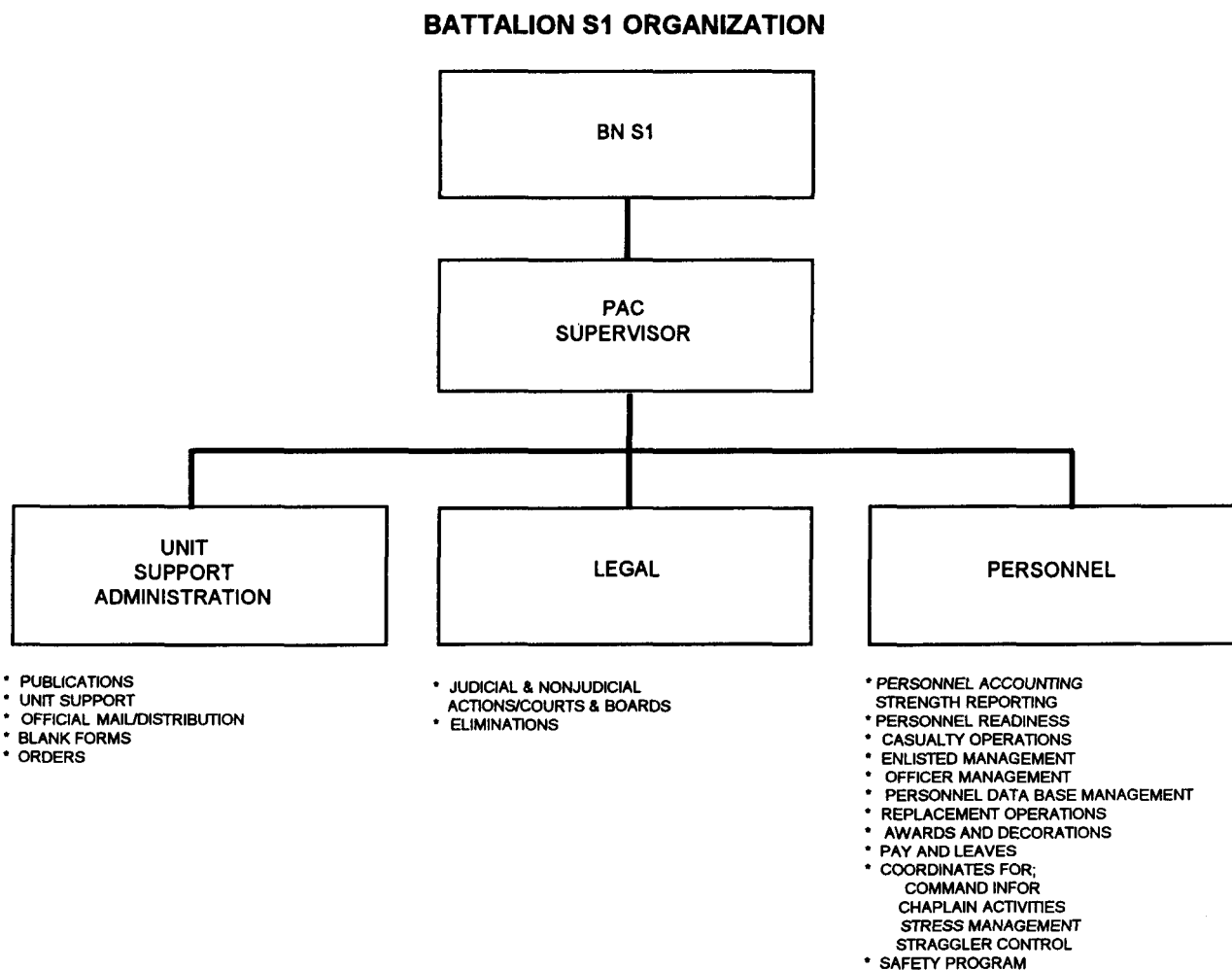
making process. In maneuver battalions, the S1 operates from two locations. This is shown in Figure 10-3. The S1 (forward) operates from the battalion combat trains command post (CP); the S1 section collocates with the brigade S1 in the brigade support area (BSA). The battalion S1 normally works in the forward position. The S1 may organize functional area managers within the S1 into a PMC in order to synchronize personnel management activities and plan current/future operations.

Personnel in the combat trains CP must prepare to assume control of the battalion should the main CP become inoperative. The S1 (forward) moni-

tors the battle and personnel status in particular. The S1 collects combat-critical personnel information from units and the medical platoon and relays it to the S1 section for database update.

The combat trains CP is the net control station for the battalion administration and logistics net. The S1 monitors the net for personnel-significant information.

Combat support and combat service support battalions locate the S1 in the field trains or in the battalion main CP. The major S1 challenge in this type of battalion is to maintain communications with widely dispersed units.



\*NOT ALL INCLUSIVE

Figure 10-2

## COMMUNICATIONS

The battalion S1 uses the battalion communications network to transmit critical personnel information to the brigade S1 and the supporting PSB. The network may consist of secure and unsecure voice, telecommunications, digital data or facsimile, and/or courier.

the brigade S1 and PSB will be via mobile subscriber equipment through a local or wide network. Facsimile transceiver, teletype, and data diskette will serve as a backup system should the primary system fail. Failure to transmit and receive real-time, assured electronic data transmission will make data less reliable. Consequently, its value as a tool in the commander's decision process will decrease.

The primary means of transmitting digital data to

### TACTICAL EMPLOYMENT OF MANUEVER BATTALION S1

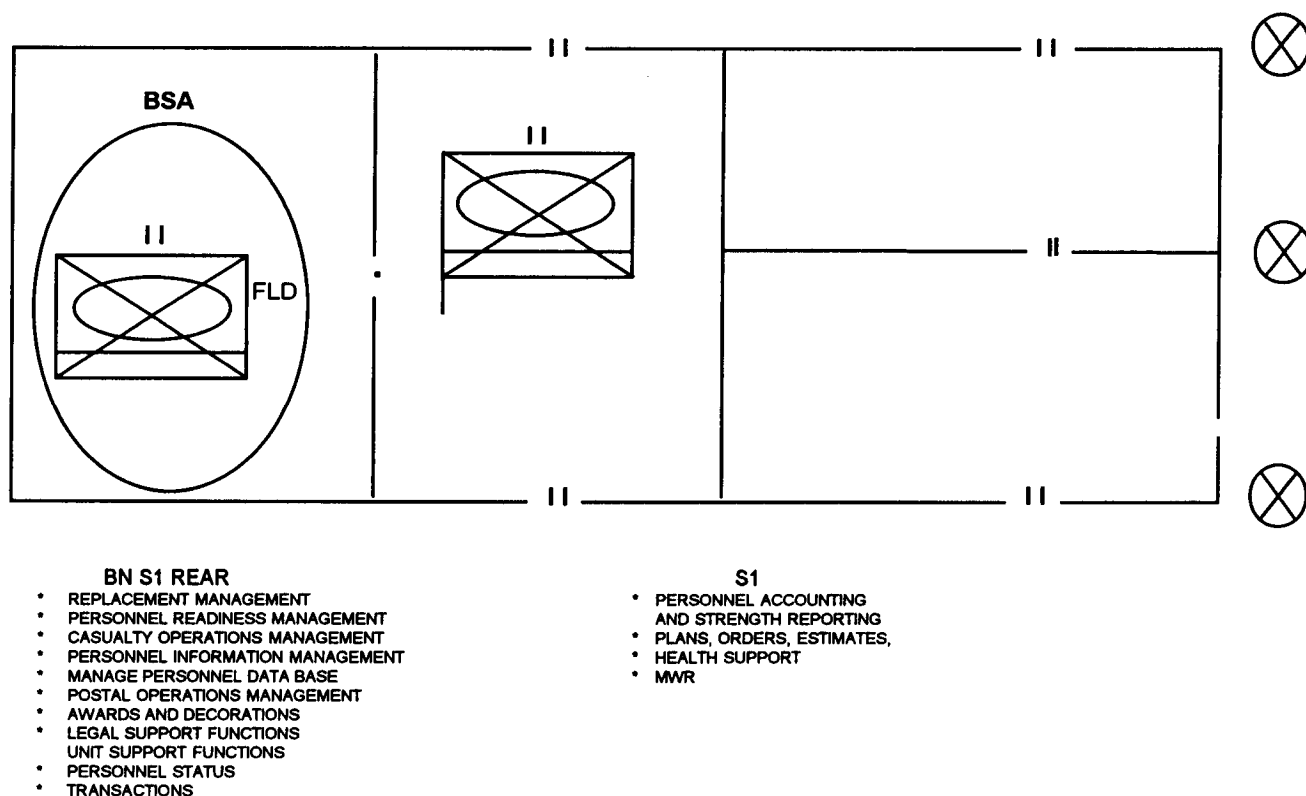


Figure 10-3